COMPUTER DECISIONS

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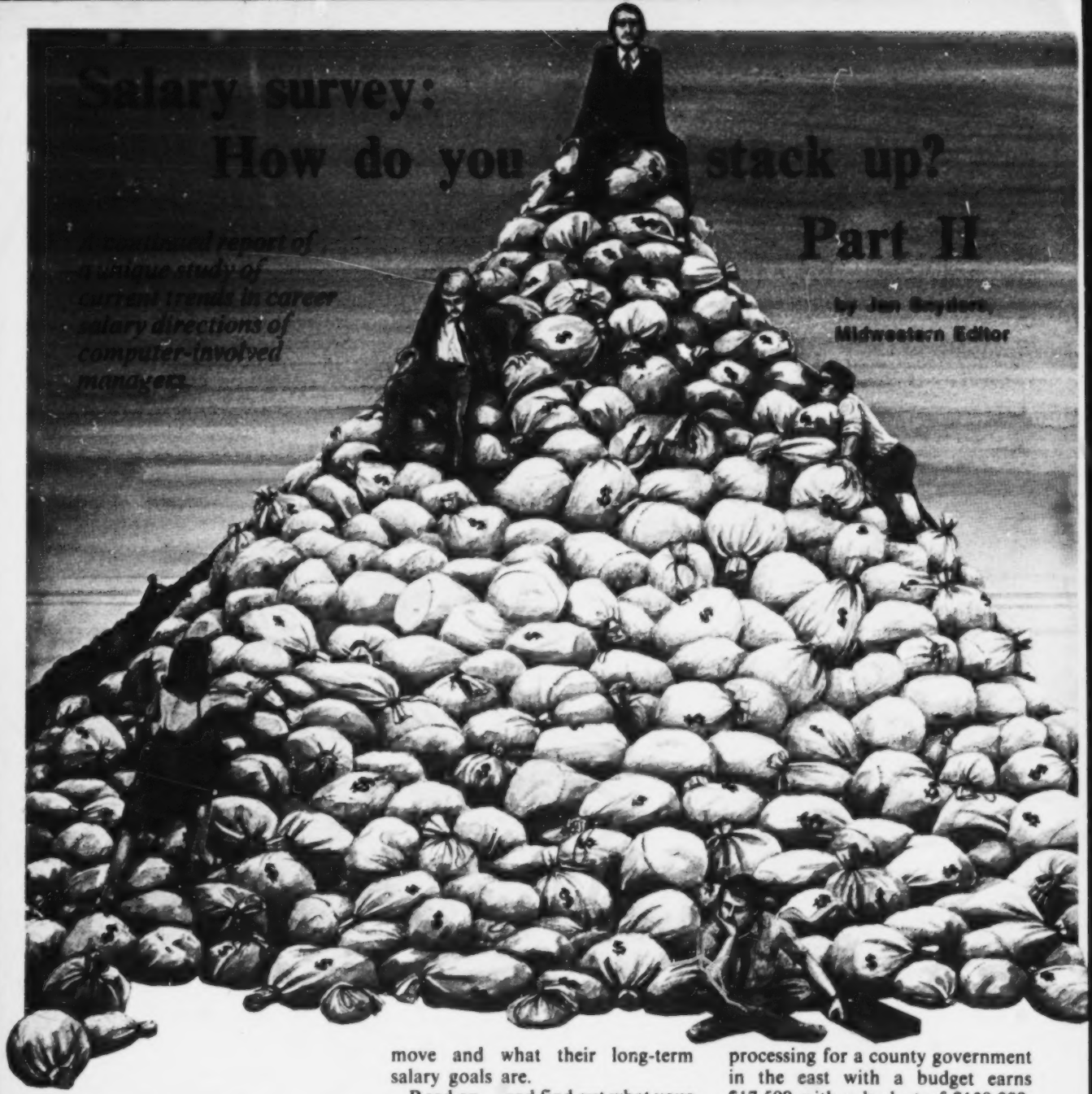


Salary survey: How do you stack up? Part II

A continued report of a unique study of current trends in career salary directions of computer-involved managers

by Jan Snyders, Midwestern Editor

If Part I of COMPUTER DECISIONS' salary survey report didn't convince you of the tremendous variations in the needs, expectations, mobility and salaries (among other things) of dp managers, Part II surely will. Last month, we looked at the implications of location and length of time with the company, job title, and number of people supervised. In this issue we look more closely at the relationship of salary to dp budget and type of business. You may also find out some surprising things about pay increases, how much money it would take to persuade computer-involved executives to move and what their long-term salary goals are.

Read on. . .and find out what your fellow executive data processors are really thinking about these days.

Salary and dp budget

The category of salary in relation to size of dp budget seems to have the same distribution pattern as salary in relation to number of employes in a department. However, there are some great variations. For instance, the managers with the largest budget and the smallest budget fall into the same salary range. A dp manager in a food services organization earns $18,200 and has a budget of only $10,000 (over and above his own salary), but a director of data processing for a county government in the east with a budget earns $17,500 with a budget of $138,000. Unfortunately, over half of the managers earning less than $20,000 are not privy to the dollar figure for the organizational dp budget.

Even in the higher salary range of the $20,000s, not all managers know the size of the dp budget. In fact, fully a third are left in the dark. Although total dp budget for this group ranges from a low of $30,000 to a high of $17 million, the figure does increase with salary range. Only 7 percent of the managers had annual budgets less than $100,000, while 14 percent had budgets exceeding $1 million. The manager with the $30,000 budget is the top man in the

dp department, supervises one employe and earns $21,000. On the top of the scale is a senior information system analyst who supervises two employes and earns $29,000.

As salaries increase, so do the total dp budgets. Although 22 percent of those who earned salaries in the $30,000s didn't know what the dp budget was, the lowest budget figure reported was $100,000. The "No. 1 dp executive" with the largest dp budget works for the Bell Telephone System in the central states. He is a district manager of data and has a budget of $28 million. Most managers earning $30,000 to $39,000 have budgets of $1 million or more.

Although the maximum reported budget figure is not as high in the $40,000 salary range as in the $30,000 range, the percentage of managers with large budgets does increase. The lowest and highest budget figures are $180,000 in manufacturing and $15 million in a government installation.

Managers earning $50,000 and more have budgets to match. Only one-third of these respondents reported budgets under $1 million. The top budget in this salary group is in a manufacturing plant on the east coast, with a corporate manager earning more than $69,000 plus stock options.

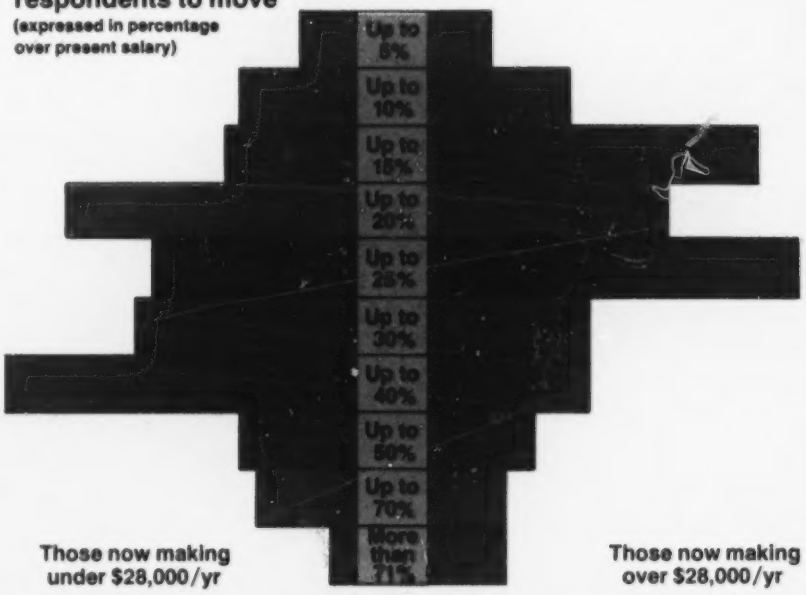
Salary and type of business

The type of company or industry the manager is in has little bearing on the salary he can expect. In nearly all industries, there are as many managers at the low end of the scale as at the high end. The only exception is in education. There only one percent of the respondents earn less than $20,000 and none earn as much as $40,000.

Managers working for non-profit organizations, such as churches or church-affiliated schools, are in the lowest-paid positions. Other areas, such as government, bank and financial institutions, manufacturing, health-care services and industry in general range all the way from $12,000 to $87,000.

How much it would take to get respondents to move

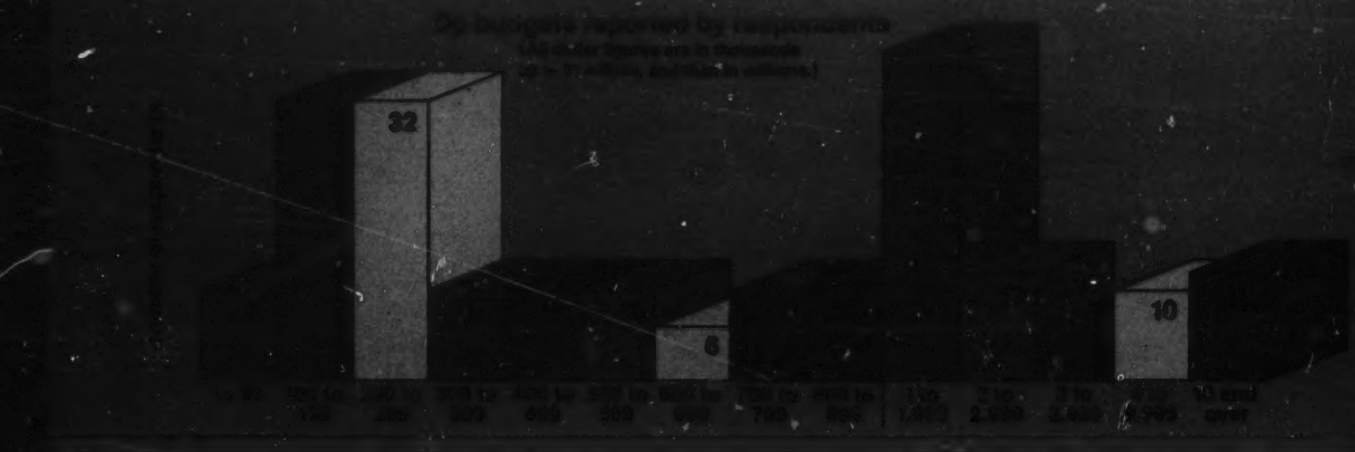
(expressed in percentage over present salary)



There's little difference in what it would take in increased salary to impel managers to move—whether they're earning under or over $28,000 a year. The most popular increment for those under that figure is a 31 to 40 percent boost, and for those over, 21 to 25 percent.

Does job-hopping pay?

A systems services manager for a New York-based service organization commented, "The only way to get any substantial increase is to move to a new organization." His own experiences may justify that belief, but our analysis of the survey returns suggests that you'd be smart to look with considerable care before you leap from one situation to another organization. *(turn page)*



Data processing costs consistently advance, and dp managers handle budgets that rise into the millions of dollars. Total budget figures here include the costs of hardware, software and personnel. Salaries are naturally higher for managers responsible for larger budgets. (No budgets of $900,000 to $999,000 were reported.)

Moving from one job to another is by no means uncommon. Some two-thirds of respondents had changed employers at least once within the past 10 years. Some had made as many as four or five moves during that time and some even reported six moves.

We decided that three different jobs within 10 years should be enough to qualify for the term "job-hopper." A total of 110 respondents, or a bit more than a third, made that number of moves. Nearly the same number of respondents (103) had stayed with the same organization. How do their present salaries compare? The stand-patters are doing significantly better. They average current salaries of $30,877 and the range for the group is from a low of $16,000 to a high of $75,000. The job-hoppers are currently averaging only $27,947, with a low of $12,200 and a top annual salary of $60,000.

Survey respondents were asked to report their current salary, their salary before their most recent raise and how long it had been since that previous increase. There is a wide variation in recent salary treatment of respondents, both in terms of raw dollars and percentage increases.

Two obvious generalizations can be made, though. First, it appears that the more you make, the greater the increases. Second, the maximum 7 percent increase urged by the President last year appears to be honored more in the breach than in the observance. In regard to that point, no less than two-thirds of respondents reported raises in excess of 7 percent within the period covered by the requested restraint. Some, of course, were only minimally above the guideline, but 1 out of 10 respondents enjoyed a raise double or more what the President had urged as the ceiling. Surprisingly, even some managers in government are crashing the guideline. For instance, a dp manager for the Indiana government was raised 11.8 percent.

Looking at recent salary treatment within the framework of lower to higher salary ranges, we find that in the below-$20,000 group the lowest raise was $288 and the highest, $5,200. The low figure was an increase from $15,408 to $15,696, a meager 1.9 percent. The high figure, an increase from $5,200 to $13,000 for the dp manager of a food service business, amounted to an impressive 150 percent gain.

In the $20,000-to-$30,000 group the top increase was $7,600 and the low $300. The $7,600 bump, a 50.8 percent increase, appears high, but

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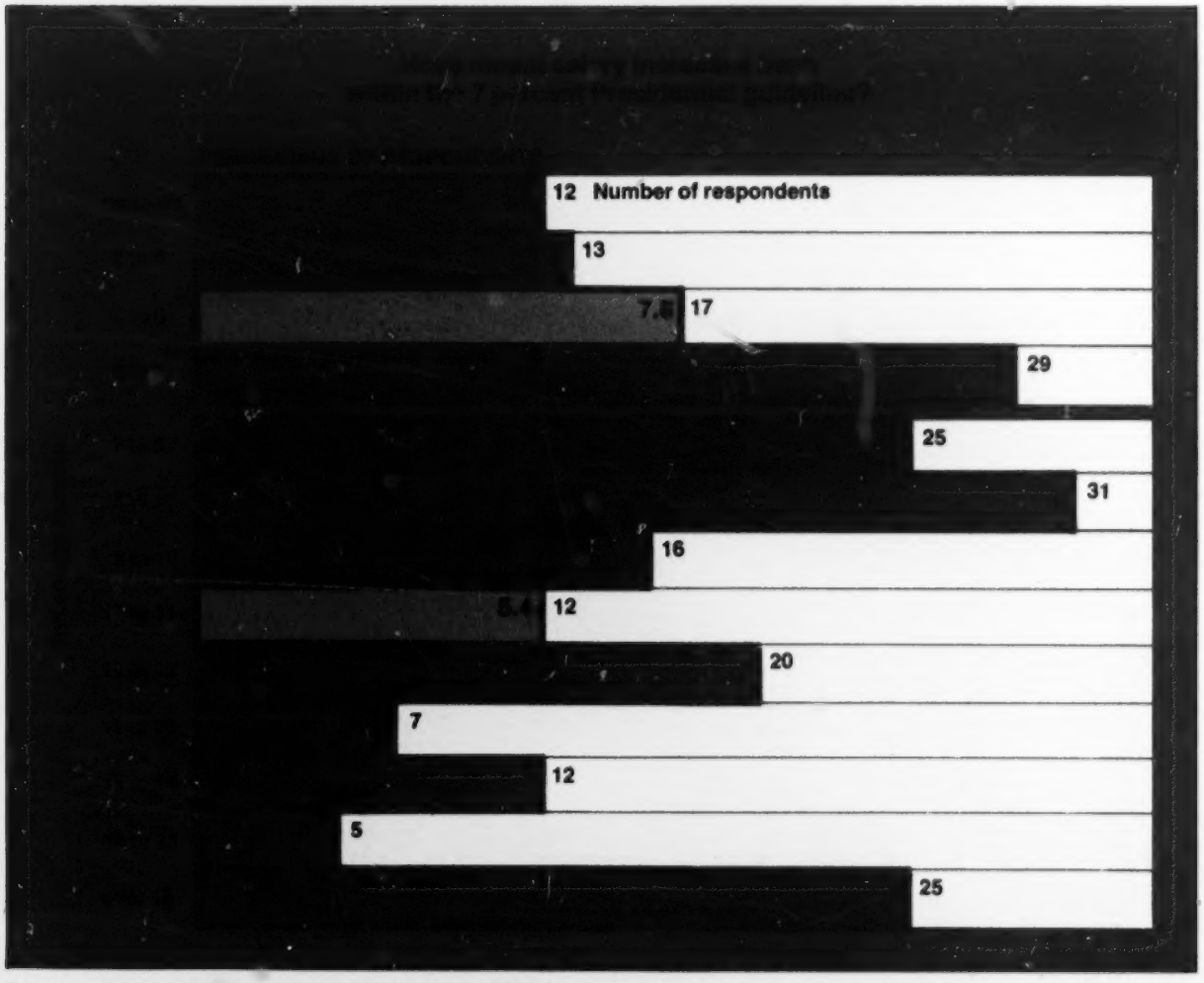

Do salary increases to dp managers conform to the Presidential 7 percent guidelines? They don't—and two-thirds of the respondents report "post-guideline" raises greater than that percentage; even some managers in government are in that situation. Moreover, 13 percent of respondents have gotten double the ceiling or more.

Salary survey

(Continued from page 44)

there had been a three-year interval between salary reviews. Most of the wage increases in this category were due to changes in company or position. An assistant vice president for an insurance company received an increase from $22,000 to $28,000 during a company change, and a manager working for state government had an increase from $15,400 to $20,600 by changing jobs within the organization.

One of the most unusual figures in the survey was the 42 months a consultant with a financial institution had to wait for an increase. He finally got a $9,000 raise from $26,000, but only by moving to another company. Although this is a 35 percent increase, it is spread over almost four years. Conversely, the data processing manager for a construction company had an increase from $30,000 to $38,000 during the past year while working for the same company. Although nobody in the $30,000 salary range received an increase of less than $1,200 during the past year, this low figure is still only a 3.6 percent increase from $33,000 to $34,200.

The increases really appear substantial when a manager starts earning over $40,000. The lowest in this range was $1,500 to a top of $15,000 during the past year. However, some of the higher increases came as a result of a change in job title. None of the managers in this group received a large increase because of changing companies. In fact, only about 2 percent of the managers increased their salary by changing companies. A director of dp received the title and an increase of 4 percent from $38,500 to $40,000 by changing companies. The director of MIS for a retail operation received an increase of $15,000 from $30,000, a 50 percent increase, by changing jobs with the organization.

Once managers start earning over $50,000, indications are that they are working for the same company and in the same position they had before receiving an increase. Salary increases range from $4,500 to a high of $20,000.

Managers become quite vocal when discussing "move for money." If they are happy on the job and feel that there is a lot of growth they will not make a move for any amount of money—or at least a lot. On the other hand, if they are unhappy, they would move to another company, even if it meant a cut in pay.

One "unhappy" manager making less than $20,000 would accept an offer of only $1,600 more. But a manager of a computer company in the west would want $12,000, bringing his salary up to $30,000, before he would consider a move. And a dp operations manager earning $17,100 would move for a $900 increase with a definite scale of raises other than cost of living. The job would have to be an opportunity to move up.

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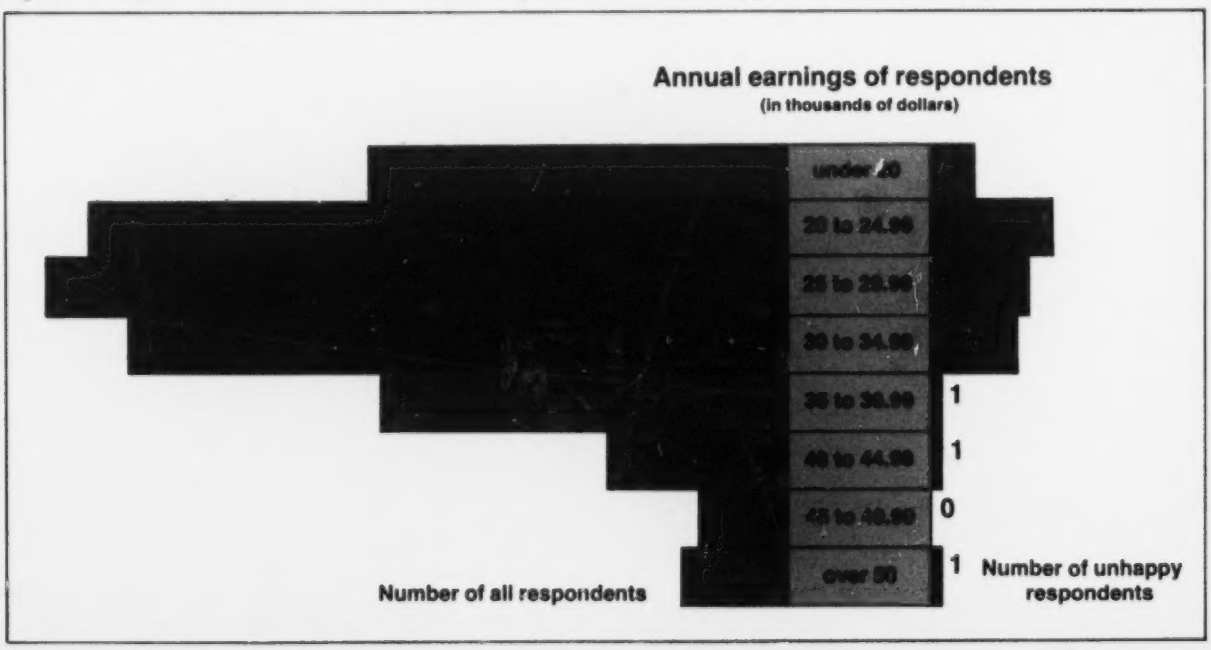
They're moving as fast as ever

"Fear of an impending recession doesn't seem to have affected the traditionally high mobility rate of people in the computer and communications fields," says Robert Brown, president of Conec Company.

The Worcester, MA-based personnel and placement consulting organization recently conducted a survey of those who hold professional-level positions in the computer and communications fields. Among the findings: 12 percent are actively engaged in finding a new job, 17 percent are inactively seeking a new job and 51 percent would consider a new position. Only 20 percent indicated they would not consider a new position.

"The days of 25-years-and-the-gold-watch are gone," Brown says. "People in the computer and communications fields seem to be much more in control of their careers and actively practicing career-management techniques."



Nearly half of all dp executives in the survey are earning from $20,000 up to just under $30,000 annually. However, one out of a hundred has a salary above $50,000. The greatest number of those who reported they were unhappy in their present position were in the $20,000 to $24,999 salary range. Happiness was almost unanimous at $35,000 and upwards.

Salary survey

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A systems and programming manager working for state government would take a cut in pay to $17,000 from $20,000 for the right position. Although this person is considered the top dp executive in the agency, the auditor makes all decisions—not always in accordance with the manager's needs. In the $20,000 salary range, when a manager is unhappy on the job, anything from $550 to $2,000 would be enough to entice him to another company. But many managers in this range don't feel that salary is the deciding factor. One manager in a CPA firm would even take a $4,000 cut to move "where it's warm!"

If a manager has not received substantial increases during the past year, say $3,000 or more, a move would be welcome for increases anywhere from $2,000 to $5,000. Most managers earning in the $20,000 category require up to $10,000 to move if they are happy where they are.

Most of the managers making between $30,000 and $40,000 are happy with their position and therefore require more incentives to move. Several managers feel that a move would depend more on the job than salary. A director of systems and programming in the educational field, earning $31,000, said that to move for money alone would require a salary of $100,000. None of the managers in this salary range would move for less than an increase of $3,000, and 90 percent of them would move for any amount up to $10,000. Other managers have high hopes and look for increases in salary from $15,000 to $34,000, giving them salaries in the $50,000-to-$60,000 range.

What if the manager is already making more than $50,000? He wouldn't move unless the new salary range were anywhere from $75,000 to $100,000; some said that money is not the main factor for moving.

Ultimate salary goals

The questionnaire asked, "What is the peak income you hope to achieve in your career (in terms of 1979 dollars)?" The lowest expectations came from the under-$20,000 group, the highest came from the $30,000 group. The lowest figure for peak career income was $16,500 from a manager currently earning $14,300. A senior systems manager working in publications is currently earning $33,000 but said he expects to earn an annual salary of $630,000 before retirement. Presumably, he set that figure with tongue in cheek.

Generally, managers in the under-$20,000 group expect to earn from $20,000 to $65,000. About 50 percent of these expect $20,000 to $40,000.

Managers in the $30,000 group expect anywhere up to $250,000. About 30 percent expect to earn $50,000 and 30 percent, $40,000. The managers with greater expectations, 25 percent, expect to earn anywhere from $60,000 to $250,000—from 3 to 12 times current earnings. Only 15 percent expect to earn less than $40,000 annually in their career.

Once a manager reaches a salary of $40,000 or more, he feels that the salary earned will increase accordingly. A manager earning $42,000 today can feel fairly sure that $55,000 is not outreaching his potential. In fact, these managers are probably pretty accurate in forecasting earnings up to $250,000. At least 40 percent in this category feel that they will be earning more than $100,000 and 60 percent expect to earn from $55,000 to $99,000.

All of the managers earning more than $50,000 today expect to be earning at least $100,000 by the time they reach the peak in their career. The top hoped-for earning figure for this group was $300,000 a (director of MIS currently earning $87,000).

The average dp executive surveyed is the top person in the dp department, answering to the title of manager or director of data processing or systems. Currently, the executive is earning between $20,000 and $30,000, has 10 to 20 people in the department and a budget ranging from $100,000 to $300,000 annually. He has not moved to different companies more than two or three times during the past 10 years and is happy with his current position. Although other things, such as growth potential and fringe benefits, are important, he will move to another company if the price is right. □

Many managers on the move

"Managers in computers enjoyed greater salary increases than engineers and accountants in 1978," observes Bob Rourke, president of Dealy-Rourke Personnel in Nashville.

Nonetheless, he estimates that more than 50 percent of executives have resumes circulating. "The computer field is the most active department at Dealy-Rourke," he continues. "That's probably because there are terrific shortages in the field." He calls it a mass migration of computer personnel, noting that for every person who leaves a job because of insecurity, there are four who leave secure positions to advance their careers or to change their life-styles.

But, says Rourke, job turndowns increase when relocation is necessary, the reason being the high cost of housing and mortgages. "People can't afford promotions in an increasing number of cases," he declares. "However, people will relocate to the south, partly because of the more relaxed, easier way of living."

According to reports from National Personnel Associates, a network of 226 agencies to which Dealy-Rourke belongs, 9 percent of dp employes who receive new-job offers don't take them because their employers make counteroffers. But many of these persons wind up in the job market anyway, for their bosses no longer consider them long-term employes.

As might be expected, employed managers fare better when job-seeking than those unemployed. About 72 percent of managers who apply to the NPS agencies are employed already, and they get 81 percent of jobs filled. And employed applicants get compensation packages averaging 18 percent higher than equally qualified applicants without jobs.

Altogether, experience counts heavily. But so do such factors as achievement, knowledge of prospective employer's business area, good references and reputation and strong motivation.

WANT TO KNOW MORE? To encourage our readers to respond, we limited the number of questions on the salary questionnaire on which this survey is based to only 15. Should we have asked more questions? If there's some aspect of the nature of the computer-involved executive that you would like us to survey in 1980, we welcome your suggestions. Send them to The Editors, COMPUTER DECISIONS, 50 Essex Street, Rochelle Park, NJ 07662.

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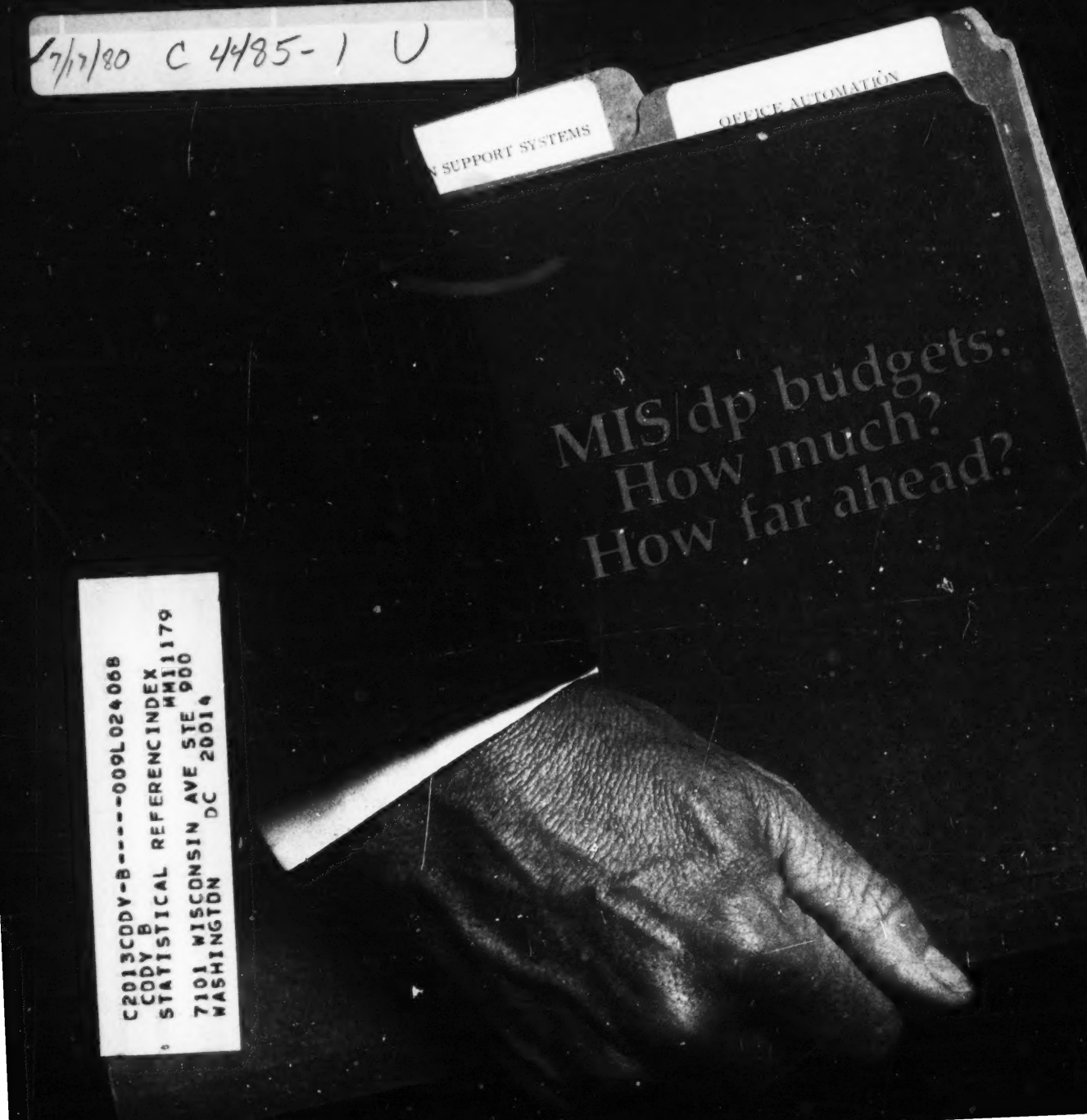

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Strong trend to DBMS confirmed

Exclusive Computer Decisions *survey shows that* DBMS *packages from independents are favored.*

by Dr. Judd Q. Bartling

At least 49 percent of using organizations in the U.S. are considering the purchase of new data base management (DBMS) and data-management (DMS) systems, according to an exclusive survey conducted by *Computer Decisions*. The survey also showed that the majority of users of IBM mainframes prefer DBMS software provided by independent suppliers.

Other facts revealed by the *Computer Decisions* survey:

- Among IBM sites, 54 percent are using DBMS and 50 percent are using DMS software. This indicates a high use of both categories.
- Among IBM sites using DBMS, 39 percent use DOS/VS operating systems.
- Among all sites surveyed (including the IBM sites), 20 percent use DOS/VS operating systems, and 20 percent use VS2 operating systems.
- Cobol continues to dominate as a systems language; 81 percent of the total number of sites surveyed use this mature language (see Table 3). RPG, the nonprocedural language, is used by 21 percent of total sites, which indicates substantial use of systems from IBM's General Systems Division. RPG is not as widely used as the major language; however, the survey reveals 42 percent usage among sites with DBMS.
- Paralleling the growth of management information systems (MIS), 44 percent of the sites surveyed are considering general management applications and 43 percent are considering financial applications for the use of DBMS/DMS software. Another indication of the growth of MIS is that 36 percent of the sites surveyed reported that they have distributed their information systems, and 46 percent of the organizations currently using a communications processor or monitor have integrated teleprocessing or plan to integrate it into DBMS.

These are just a few of the findings from the DBMS/DMS survey conducted by *Computer Decisions*, with the picture of utilization developed by the Azak Corp., a research group based in Chatsworth, CA. The survey is based on responses from 470 domestic computer sites. The responses represent a random geographic sampling of computer sites receiving *Computer Decisions* and using both mainframes and minisystems. Seventy-one percent of the respondents were MIS/dp managers and 18 percent represented general management using DBMS reports.

Table 1. Estimated mean interest in the purchase of each product among those sites considering the purchase of a DBMS or DMS.

Package	Percentage
Total	22.16
IDMS	15.66
CICS	15.14
IMS/VS	12.43
Adabas	11.35
System 2000	11.35
DL/1	9.73
DMS-11	8.11
Easytrieve	8.11
Mark IV	6.49
Ramis II	6.49
Image 2000	5.95
UCC-10-Data	4.32

Table 2. Estimated mean percentage breakdown of sites considering application work by function.

Application	Percentage
General manager	44.37
Financial	43.73
Manufacturing	22.51
Marketing	12.86
Purchasing	13.83
Personnel	23.47
Research	14.15
Other	17.36

Table 3. Estimated mean percentage of responding sites using each language.

Language	Percentage
Cobol	81.41
PL/1	20.00
Other	14.08
Fortran	41.13
Assembler	44.23
APL	8.73
RPG	20.56
Algol	4.79

Projectable results

Over 60 different analyses were developed. Only the mean probability estimates are quoted. Each mean has an upper and lower boundary set at a 95 percent confidence level. The boundaries are in the complete study available on request from *Computer Decisions*. It is important to note that the questionnaire responses as a whole represent a random sampling of sites interested in DBMS/DMS. This is supported by the high propor-

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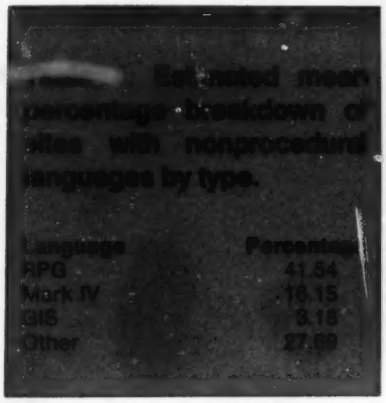
Dr. Judd Q. Bartling is president of the Azak Corp., a Chatsworth, CA-based research company. Azak conducts business, market, scientific, and technical research.

tion of OS/VS and OS sites that responded and by secondary data on estimated software site penetration. Several types of secondary data, in addition to the responses of the *Computer Decisions* audience, were used to help interpret the survey results.

Since IBM strongly influences users, it is instructive to look at the joint probability for DBMS/DMS usage at IBM sites. Of the estimated 54 percent of the total of surveyed IBM sites that use DBMS software, 45 percent use IBM's IMS and DL1 packages; 55 percent use packages from independent vendors such as Cincom, Cullinane, Intel (formerly MRI), and others.



A total of 39 percent of the IBM sites using DBMS employ DOS/VS; 29 percent prefer VS2. Still within the IBM universe, 50 percent of the sites have DMS. Again, a high percentage of the IBM sites using DMS software are using DOS/VS (42 percent) and VSI (26 percent).

In the wider universe, 49 percent of the total number of sites surveyed, including the IBM users, plan to purchase DBMS and DMS software. This is still another indication of the wide interest in independent software. In fact, interest in IBM's DBMS/DMS software (IMS/VS) ranks below that indicated in a number of the independent vendors in future plans to purchase. (This ranking, shown in Table 1, adds up to more than 100 percent since some organizations are considering more than one software vendor for future purchases.)

Variety of applications

Proposed applications for the DBMS and DMS software are detailed in Table 2, which shows that over 44 percent of the responding users are considering general management applications and almost 44 percent are considering financial applications. The third-ranking (23.47 percent) proposed application is for management of personnel, now called human resources. A number of respondents said that they do not have DBMS/DMS software, but are planning to purchase basic application software. Twenty percent plan to purchase accounting and financial packages and programming aids.

Nonprocedural languages can be important in cutting backlog programming. However, there are some objections to using them (see Table 5). Almost 44 percent of the user organizations listed throughput considerations as a major objection. Table 6 compares the objections of users of DBMS reports and dp professionals. "Programmer resistance"

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rates only 5.54 percent among dp professionals, while "non-industry standards" is 15.38 percent among dp professionals.

Table 5. Estimated mean percentage of sites with specific objections to nonprocedural languages.

Objection	Percentage
Programmer resistance	17.22
Non-industry standard	27.75
Management resistance	26.79
Throughput considerations	43.54

An interesting difference in viewpoint between the two groups is seen in the programmer-resistance objection. It appears that end-users view programmer resistance as a key obstacle, while the information professionals, those who use the nonprocedural languages, disagree.

The extent of data communications is usually an indication of the growth of distributed data processing (ddp). A high 59 percent of the organizations that either have DBMS/DMS or plan to purchase this type of software are currently using communications processors or monitors. The larger companies are the leaders in MIS and the users of DBMS/DMS tend to be heavily involved in data communications. A better indication of the intent to implement ddp is shown in the percentage of communications processors or monitors integrated into DBMS (see Table 7).

Table 6. Mean percentages of end-users' and dp professionals' specific objections to nonprocedural languages.

Objection	Percentage users of DBMS reports	Percentage dp professionals
Programmer resistance	21.74	8.94
Non-industry standard	21.74	15.38
Management resistance	15.94	12.31
Throughput considerations	21.74	22.15

Teleprocessor plans DBMS

Of the organizations currently using a communications processor or monitor, 16.39 percent of the sites surveyed indicated that the teleprocessor has already been integrated into DBMS, as shown in Table 7. Another 29.51 percent have plans to integrate teleprocessing into DBMS. The two groups combined represent almost 46 percent of the organizations currently using a communications processor or monitor. Only 9.84 percent of the organizations using communications processors did not indicate current plans to integrate teleprocessing into DBMS. It appears that the majority of the organizations that have teleprocessing have already integrated it into DBMS or plan to in the future.

(Continued on page 96)

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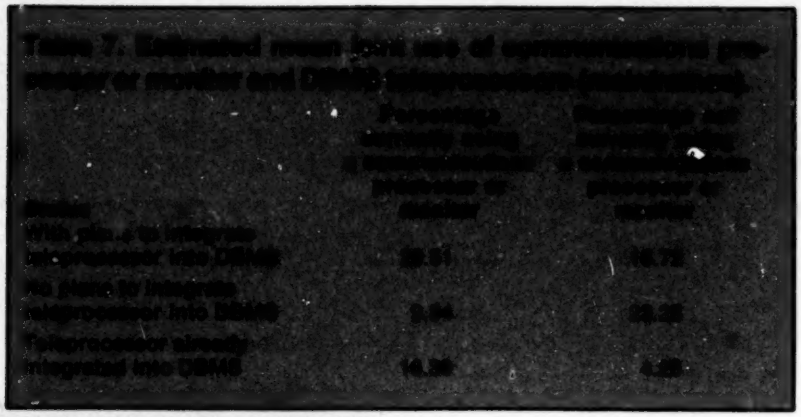
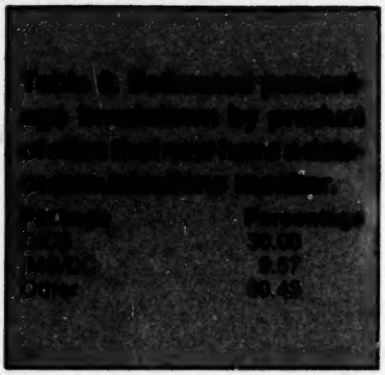
DBMS trend

(Continued from page 92)

Among the total number of organizations responding, 81 percent indicated that they are considering





the purchase of teleprocessors. Numerous teleprocessing monitors are being used by the organizations responding. The leading monitors in use, with CICS representing 30 percent of the total, are listed in Table 8. (There were 89 different teleprocessing monitors mentioned in the survey, but 87 had a representation of 2 percent or less.) For organizations planning to purchase new data-communications monitors or processors, CICS was the leader with 27 percent. □

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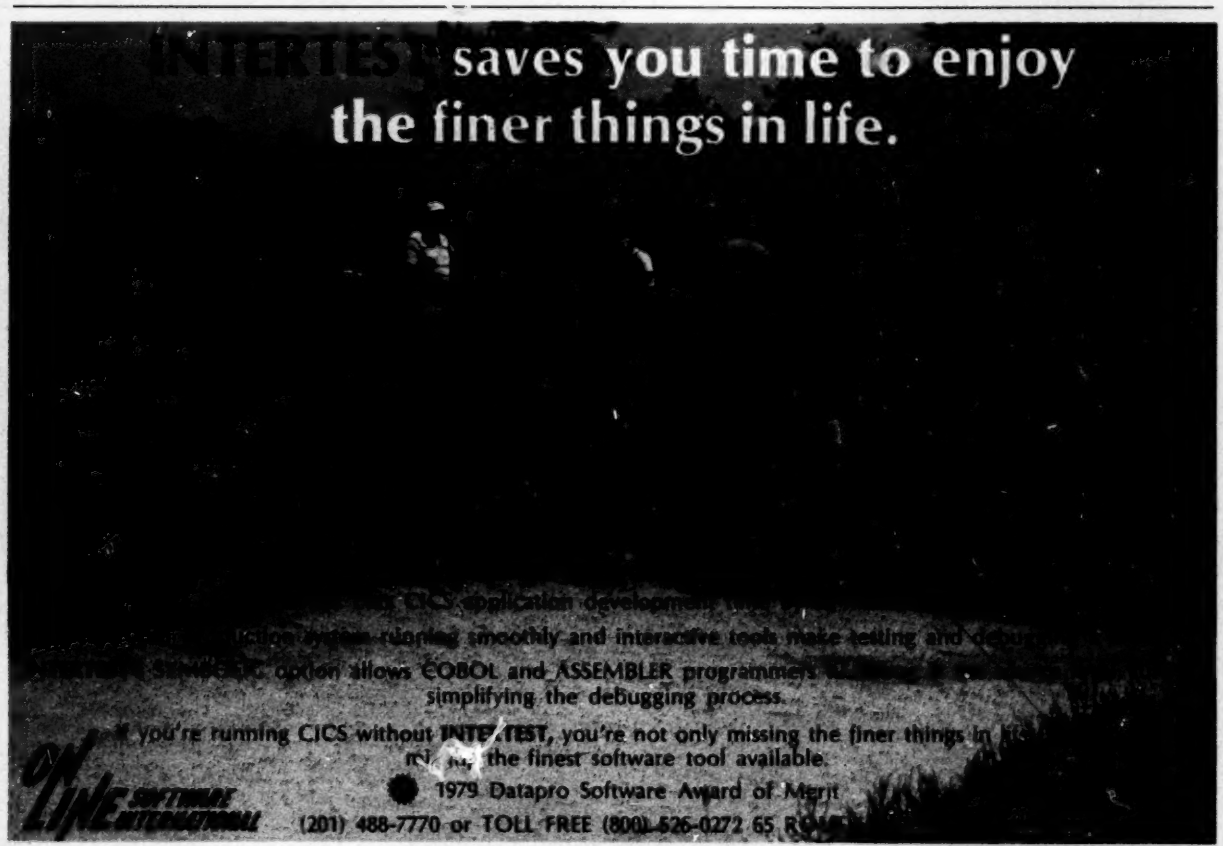

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